

# **Manpower and Force Management (CP-26)**

## **Handbook for**

## **Interns and Supervisors**

Handbook

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**Preface.** This handbook serves as a general guide for interns and supervisors in the Manpower and Force Management Career Program (CP-26). While every effort is made to ensure the most up-to-date information is contained herein, this handbook is general in nature and not specific to any one organization or function. If you have questions or need clarification, contact your Command or Activity Career Program Manager (CPM) or the CP-26 Proponency Office. Appendix A details requirements and due dates for information regarding interns.

**Manpower and Force Management Career Program (CP-26).** Manpower and Force Management professionals have critical roles in designing and fielding the Army's current and future forces. Analysts ensure Army organizations have the right number of people to the job and the most efficient organizations to execute Army's missions. Manpower and force management personnel are key players in helping the Army adapt and change to meet new and evolving missions. CP-26 careerists assess missions, and using analytical tools determine the work to be done, the appropriate workforce needed, and the how organizations will operate. These complex tasks involve nine functional areas; these functions are covered in detail in Appendix B.

- General Manpower Management
- Manpower Reporting and Allocation
- Planning, Programming, Budgeting and Execution
- Organization, Mission and Function
- Force Structure
- Combat Developments
- Manpower Requirements Determination
- Equipment Management
- The Army Authorization and Document System (TAADS)

**Army Civilian Training, Education and Development System (ACTEDS).** ACTEDS is a requirements based system that ensures the planned professional development of civilian members of the Department of the Army. ACTEDS covers both interns and career professionals by offering a blending of progressive and sequential work assignments, formal training and self-development for employees from entry level to senior positions. The ACTEDS goal is to develop technically competent and confident civilian leaders essential to the Army's readiness posture. DA interns are centrally funded by ACTEDS for all salaries, training, travel, per diem costs and a one time permanent change of station (PCS) move. NOTE: ACTEDS does not fund rental cars, local travel and around training sites or the purchase of computers or other equipment.

**The Intern Experience.** Interns will work under the supervision and guidance of a CP-26 supervisor or manpower and force management action officer. Interns are given orientations, formal training and specific developmental and rotational assignments. The supervisor or other senior analysts will be available to give advice or explanations, and to assess progress. The intern's work will be reviewed for adequate and accurate application of regulations and guidelines. Progress will be evaluated every six months to assess comprehension of subject matter and initiative.

**Types of Interns.** There are two types of interns.

- **DA or ACTEDS Interns.** The North Central Civilian Personnel Operations Center (NC CPOC) in Rock Island, Illinois recruits DA interns. The NCCPOC rates applications and issues referral lists to selecting officials. Basic qualifications for an intern appointment include a baccalaureate or equivalent degree, or specialized experience which may be considered in lieu of a degree. A panel of senior CP-26 professionals screens and reviews applicants' qualifications. Army commands are provided resumes for interviews and selections. DA interns are HQDA employees rather than Army command assets. Interns are assigned to the HQDA student detachment rolls for 24 months. After graduation, interns are officially reassigned to an Army command at a full performance level GS-11 position.

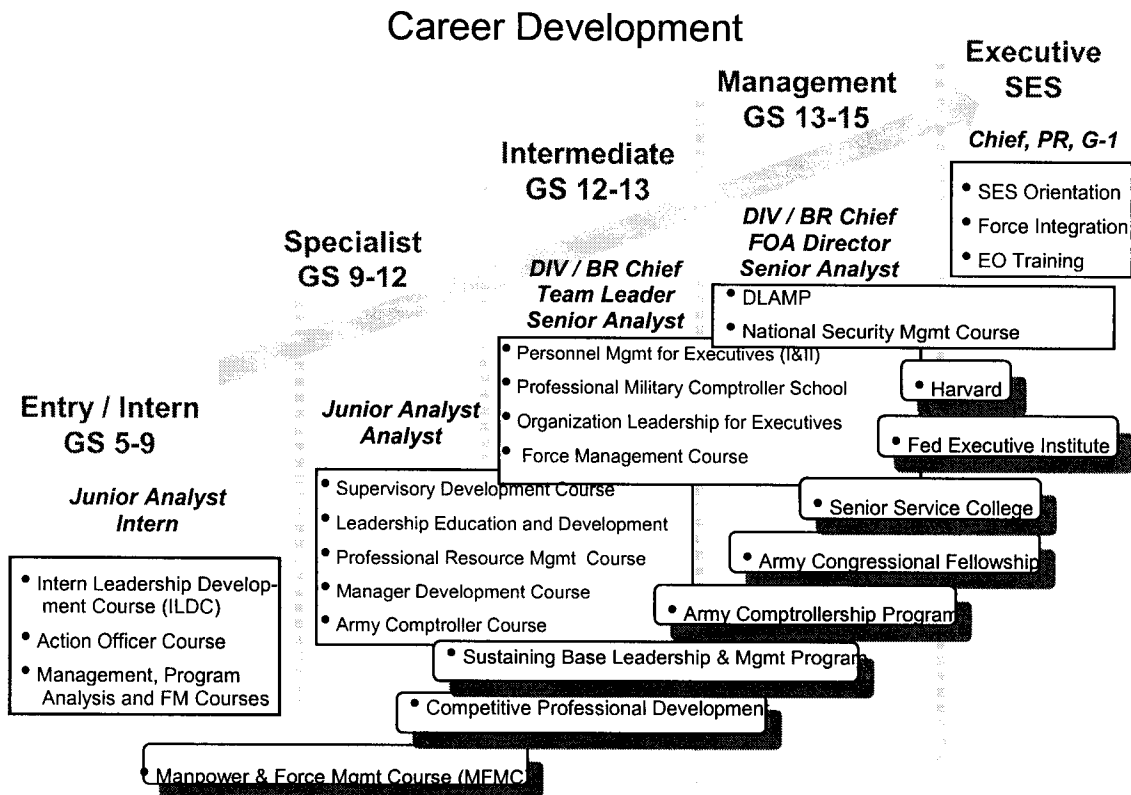
- **Local Interns.** Local interns are hired directly by the parent organization. They are assigned to the employing activity and remain assigned to that organization throughout their training process. The employing activity funds all costs to include salary, training and travel.

**CP-26 Roles and Responsibilities.** Interns are an important asset for the Army as they are the future leaders. Their success and ultimate movement into the professional ranks is a key responsibility of the following individuals and organizations.

- **Functional Chief (FC).** The Deputy Chief of Staff, G-1 is the Functional Chief (FC) for CP-26. The FC provides overall career program leadership for the development, coordination, implementation and management of the Manpower and Force Management program.
- **Functional Chief Representative (FCR).** The FC has appointed the Assistant Deputy Chief of Staff, G-1 as the Functional Chief Representative (FCR). The FCR for CP-26 is also the personnel proponent for CP-26. The FCR will:
  - Monitor candidate evaluation system to ensure competencies are current.
  - Monitor the effectiveness of the management and administration of the intern program to include assisting in the placement of graduate interns.
  - Support career program intake and estimating intern requirements.
  - Review all proposed selections prior to offers being made for GS-15s in CP-26 positions.
- **CP-26 Proponency Office.** This office within the G-1 supports the FC and FCR in their responsibilities. In addition to the aforementioned FC/FCR responsibilities, this division:
  - Initiates intern recruitment and sets selection criteria.
  - Monitors all intern hiring, training and placement.
  - Designs and approves training plans.
  - Advises the FCR on issues related to the career program.
  - Manages the Competitive Professional Development (CPD) program
  - Maintains the CP-26 website.
- **Commanders of Army commands.** Commanders will:
  - Provide resources to administer and support CP-26.
  - Ensure nominations for the Competitive Professional Development (CPD) program are reviewed, rank-ordered and endorsed.
  - Assist the FCR in supporting career program intake.
- **Command or Activity Career Program Managers (CPM).** CPMs are the FCR's counterparts at the Army command. The CP-26 ACPM will be the individual occupying the senior CP-26 position within the command. CPMs will:
  - Advise command headquarters and field activities on career management from a functional standpoint.
  - Solicit nominations for Competitive Professional Development (CPD).
  - Advise and assist the FCR in matters related to career management.
- **Supervisors.** Supervisors have the primary responsibility for ensuring all CP-26 employees have access to appropriate training and are advised of career opportunities. Supervisors will:
  - Prepare intern training plans and maintain knowledge of the intern program and CP-26.
  - Counsel individual employees about career development.
  - Prepare professional development objectives for their employees.

**Intern Responsibilities.** To capitalize on the intern experience, interns have the responsibility for establishing their own career goals. Experienced careerists such as supervisors, other senior leaders in our career program, and those in the CP-26 Proponency Office are ready and willing to help interns identify the means to achieve their career goals. For example, interns are strongly encouraged to broaden their competencies and enhance their advancement potential by seeking assignments in different functions, in different geographic area, and/or at different organizational levels.

**Career Ladder.** The Army Civilian Leadership Training Core Curriculum consists of progressive and sequential leadership training from the entry level to the Senior Executive Service (SES).



Appendix C outlines the core competencies of the manpower and force management program. Review the list; consider the career ladder shown above and determine where you want to be. The Department of the Army offers excellent opportunities for varied job experiences, advancement and personal growth.

**Policies.** The following policies apply to the interns in the Manpower and Force Management Career Program (CP-26).

- **Geographic Mobility.** Centrally funded interns are required to sign a mobility agreement as a condition of employment and it must be completed before entrance on duty (EOD). Mobility agreements allow management to place graduating interns in available target positions DA-wide. This requirement cannot be waived without prior FCR approval. DA Form 5227, Appendix D, may be reproduced locally on 8 ½ by 11 inch paper. A copy of

the signed mobility agreement will be given to the intern and the activity CPM. Forward a copy of the agreement to the CP-26 Proponency Office.

- **Master Intern Training Plan (MITP).** The MITP, Appendix E, serves as the foundation for training. The plan lists mandatory and recommended courses, and the nine functional areas to be covered during the 24 month internship; the allocated hours are a guide for training, not an absolute requirement. The supervisor and intern will develop the intern's Individual Development Plan (IDP) using the MITP and comparing the intern's work experiences and education with MITP requirements. For example, if the intern has substantial prior work experience or formal classroom training, portions of the MITP can be waived or shortened. The training time saved can be added to another segment of the intern's development or it may shorten the internship. If the intern does not have any job-related experience, the MITP will be used in its entirety for the IDP.
- **Individual Development Plan (IDP).** IDPs are the roadmap to the intern's success. Supervisors and interns will complete the IDP within 30 days of the intern's start date. When adding details to the IDP such as training dates and locations, consider all training and travel costs. ACTEDS funds are limited. As managers, we have a responsibility to ensure the most cost efficient use of training dollars. Rotation assignments can include temporary duty (TDY) travel; consider costs as rotational assignments are planned. Weigh the benefits and experience with the costs. Forward a copy of the completed IDP to the CP-26 Proponency Office. Both the supervisor and the intern are responsible for keeping the IDP up-to-date and advising the CP-26 Proponency Office of changes.
- **Training Courses.** The MITP specifies courses related to the manpower and force management functions, as well as leader development; the list of training courses is provided as Appendix F. Adding courses not prescribed on the MITP requires approval of the CP-26 Proponency Office. Again, costs are a concern as is ensuring that training is relevant to a manpower and force management function or leader development. The supervisor is required to submit written justification and associated training costs for any training not listed on the MITP. The CP-26 Proponency Office will either approve or deny the request by formal notification.

Training is available at many government organizations or commercial interests. DA employees may not receive training from any non-government facility that discriminates because of race, color, religion, or national origin in the admission of or treatment of its students. Appendix G provides a list of training sources and websites.

Interns and their supervisors must use the Resource Allocation Selection System (RASS). RASS is a real-time, web-based computer application that centralizes the management of funds for ACTEDS approved intern training. It enables the on-line creation, submission, approval, status tracking and reporting of training and travel-related request forms (DD Form 1556, DD Form 1616, and SF 1164)

- **Rotational Assignments.** Rotational assignments are opportunities for both organizational orientation and functional experience. Supervisors and interns should look within their own organizations and at other organizations for broad exposure. Secure commitments early with trusted and recognized supervisors since rotational assignments should be carefully detailed and meaningful for both the intern and the organization. Consider rotations from installation level to HQDA.
- **Performance Standards.** The initial counseling session for interns will take place within the first 30 days on duty. Supervisors need to provide the intern with copy of performance standards based on the completed IDP agreement and an appraisal form. Counseling should cover how the two documents are related and will be used. To make counseling sessions and the performance appraisal meaningful, both the supervisor and

the intern should maintain records of both positive and negative incidents, and all work and training accomplished during the rating period. Remember counseling is not limited to the initial and midpoints prescribed by the form; counseling should be done whenever needed to ensure the intern is progressing. Performance standards are to be revised or updated after every appraisal period. Use DA Form 7222-1, Appendix H, to document performance standards. Forward a copy of the standards to the CP-26 Proponency Office after the initial counseling.

- **Performance Appraisals.** Interns are evaluated on their performance every six months. Their appraisal should reflect performance against their standards as set by the supervisor. Appraisals are documented on DA Form 7222, Appendix I. Forward a signed copy of each appraisal to the CP-26 Proponency Office.
- **Promotions.** Interns will be non-competitively promoted provided the following conditions are met:
  - One year of continuous service
  - Demonstrated successful performance (Ratings 1-3)
  - Completion of all training requirements
  - Recommended for promotion by the supervisor.

Promotions are not automatic.

- **Graduation Requirements and Placement.** To graduate from the intern program, interns must (1) complete all required training; and (2) demonstrate a working knowledge of the manpower and force management functions by successfully completing all rotations and work assignments. HQDA or the Army commands that trained them will assign them to a permanent position. If the training organization cannot place the intern, the supervisor must notify the CP-26 Proponency Office no later than 90 days prior to the anticipated graduation date. If no vacancies exist, the intern will remain on the ACTEDS rolls until a suitable vacancy occurs. Interns will be promoted to their target grade on schedule if all requirements have been met.

#### **General Information.**

- **Personnel Guidance.** The following information is provided to acquaint you with general personnel guidelines. Contact your local Civilian Personnel Advisory Center (CPAC) for complete information.
  - **Appointment.** Interns will be appointed to the excepted service for a 24 month internship. The first year is a probationary period.
  - **Benefits.** Interns are full-time civil service employees and as such are eligible for the benefits package provided to federal employees. This package includes: paid vacation leave, sick leave, paid Federal holidays, health and life insurance, a retirement plan (Federal Employees Retirement System (FERS)) and the Thrift Savings Plan (TSP). The local CPAC can advise you on these programs.
  - **Veterans.** Consult the local Civilian Personnel Advisory Center for additional information concerning Service Computation Dates (SCD) and other leave policies.
- **Pay.** Pay and earnings are processed and distributed through the Defense Finance and Accounting Service (DFAS). Pay periods are 80-hour cycles based on two consecutive 40-hour workweeks. All employees are required to participate in direct deposit pay.

Any payroll related problems should be directed to the administrative support staff that manages time and attendance inputs to your Agency or Organization. Administrative staff will place a pay inquiry with the local Customer Service Representative (CSR); they are responsible for managing the command time and attendance through a centralized command location. The CSR will research and work to resolve the issue locally or may refer your case to the DFAS civilian pay center that services your organization.

- **Leave and Earnings Statement (LES).** Leave and Earnings Statements (LES) are generated bi-weekly to provide each employee with a record of earnings, deductions, and leave information. Remarks are included on the LES to show any payroll or personnel actions processed during the specific pay period.
- **Government Credit Card.** The Department of Defense (DoD) participates in the Government Credit card program that funds travel arrangements (lodging, food, laundry, taxi, etc.) for civil service employees during official business travel. Bank of America issues this card through an agreement with the General Services Administration (GSA) contract. Each command has an agency/organization Program Coordinator that will assist employees in completing the individual billed card account setup/application form to establish and monitor the account.

Card usage is granted based on authorized travel status and individual agreement to use the card only during or in direct support of (advance reservations, etc) the period designated on travel orders and by the Agency or Organization. This card should only be used for official travel and official travel related expenses away from the official duty station in accordance with Agency or Organization policy.

Statements of all charges will come directly to the cardholder's home address; however, an official copy will also be available to Agency or Organization Program Coordinators. All payments are due in full by the due date specified on the statement. Notify the Bank of America immediately of any change in your billing address by calling the number located on the reverse of the card.

- **The Joint Travel Regulations (JTR).** The JTR prescribes travel reimbursements in great detail. The following points cover some travel related issues of interest to interns. Refer to the JTR for further clarification.
  - **Local travel.** Interns may be authorized reimbursement for mileage in accordance with the appropriate rate for the distance that exceeds the employee's commuting distance to the regular place of work and return. Reimbursement may also include necessary parking fees and tolls. ACTEDS does not fund travel to local universities and colleges when tuition assistance is provided.
  - **Travel to training facilities outside the commuting area.** The training participant is authorized one trip to and from the training site and full per diem for the TDY during that trip. Mileage reimbursement and per diem is limited to the constructive cost of common carrier transportation and related per diem as determined in the Joint Travel Regulation (JTR), Vol II and the authorizing officer.
  - **Per Diem vs. Partial Permanent Change of Station (PCS).** An intern attending training located outside his or her permanent duty station for more than 30 calendar days is eligible to receive TDY allowances not to exceed 55% for the maximum per diem rates for the training location, or transportation for dependents and household goods to and from the training location. Such moves do not include per diem for dependents, non-temporary storage, real estate or unexpired lease expenses, or miscellaneous expenses.

- **Permanent Change of Station (PCS).** One household move (PCS) for interns may be funded through the ACTEDS program. Refer to the JTR and Command or Activity Career Program Manager.

▪ **Recommendations.**

- **Dress and Appearance.** Although there are no official dress, appearance or hygiene policies, civil service employees are expected to comply with reasonable dress and grooming standards based on comfort, productivity, health, safety and type of position. When clothing such as coats and ties create discomfort during hot weather, particularly when cooling is minimized to conserve energy, the dress requirement can be modified or eliminated. *Note: As an intern, you can find yourself at the forefront of many top-notch assignments or special projects unexpectedly. While complying with the reasonable dress and grooming standards, remember to dress for success. When climbing the career ladder, "Dress Down Friday" is truly a myth.*
- **Mentors.** CP-26 does not have an official mentor program. However, there are many senior careerists who are willing to give of their time to guide an intern or junior careerist. Interns are encouraged to talk with senior CP-26 leaders in their organizations to see if they would be willing to advise on training opportunities or career planning.
- **Reading.** To enhance the intern experience and develop a broader appreciation for all the interrelated components of leadership and the military, the CP-26 Proponency Office offers the following reading list.

Assignment Pentagon:

The Insider's Guide to the Potomac Puzzle Palace / MG Perry M. Smith, USAF (Ret)

The Commanders / Bob Woodward

My American Journey: An Autobiography / Colin Powell

On Becoming a Leader / Warren Bennis

Thinking in Time / Richard E. Neustadt and Ernest May

Transformation Leader / Noel M. Tichy and Mary Anne Devanna

Understanding Variation, the Key to Managing Chaos / Donald J. Wheeler

There are also several periodicals that are recommended:

Armed Forces Journal  
Government Executive Magazine  
Military Officer

If you would like to suggest a reading, contact the CP-26 Proponency office.



## **Appendix A. Requirements**

### **Due to CP-26 Proponency Office**

- |                                                                                                                                                                                                                                                                                                    |                      |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| 1. Signed copy, Mobility Agreement<br>DA Form 5227 (see Appendix D)                                                                                                                                                                                                                                | Within 5 days EOD    |
| 2. Signed copy, Intern individual Development Plan<br>Provide updated IDP as needed to reflect changes.                                                                                                                                                                                            | Within 30 days EOD   |
| 3. Justification for any training course not on the MITP<br>This includes college and university courses.<br>Identify the course, location, cost and<br>How the course relates to the Manpower and Force<br>Management discipline. Discuss the advantages for<br>both the intern and organization. | As needed            |
| 4. Signed copy, Performance Standards (done every 6 months)<br>DA Form 7222-1<br>Forward performance standards for each rating period                                                                                                                                                              | Within 30 days EOD   |
| 5. Signed copy, Performance Appraisal<br>DA Form 7222<br>Forward copy of each performance appraisal.                                                                                                                                                                                               | After every 6 months |

Email information identified above to:

[Tammi.Webb-Drinkard@hqda.army.mil](mailto:Tammi.Webb-Drinkard@hqda.army.mil)

## **Appendix B. Manpower and Force Management Functions**

### **General manpower management.**

Analysts plan, direct, manage and coordinate manpower management activities which integrate manpower, civilian and military personnel and financial management systems. They allocate manpower resources based on command priorities, historical utilization data and analysis of mission and functions; document units in the Army Authorization Documents System (TAADS); analyze and implement mission assignment and organizational structure; determine manpower requirements by conducting manpower studies and applying staffing standards and guides; plan and implement unit activations, inactivation, conversions and reorganizations; and evaluate manpower utilization data from military and civilian reporting systems using qualitative and quantitative analysis techniques.

### **Manpower Allocation, Reporting and Force Management.**

Analysts develop strategies for allocating limited manpower resources based on command priorities, historical utilization data, and analysis of mission and functions. Analysts should have thorough knowledge of the Planning, Programming, Budgeting and Execution System (PPBES) documents or systems, the Structure and Manpower Allocation System (SAMAS), command plan, and TAADS for use in distributing and tracking approved allocations by budget program and organization. Analysts work extensively with military and civilian personnel reporting systems for use in tracking utilization.

### **Planning, Programming, Budgeting, and Execution System.**

Analysts plan, direct, manage and coordinate manpower management activities necessary to structure and resource the Army's force program within the guidance and constraints of Congress, the Office of the Secretary of Defense, HQDA, and the major commands. These analysts use qualitative and quantitative analyses for decision making.

### **Organization, mission and function.**

Analysts direct, plan, review, analyze and implement the management processes of mission assignment, mission documentation, mission analysis, mission policy and functions required to implement the missions of assigned organizations. Analysts in this functional area also direct, plan and analyze organizational structure and reorganization proposals to ensure organizational alignments, as officially documented, are properly related to the approved mission and functional elements.

### **Force structure.**

Analysts develop and manage the Army Force Structure. Responsibilities include developing policies for Tables of Organization and Equipment (TOE), Basis of Issue Plans (BOIPs), The Army Authorization and Document System (TAADS), force accounting system and force development information systems, and conducting Total Army Analysis (TAA). Analysts program and manage activations, inactivations, conversions, reorganizations of units; they also maintain and validate force data for programmed and actual units, and provide force structure information to major Army commands, agencies, DA staff, DOD, and Congress. Analysts interface with other Army systems such as Manpower Requirements Criteria (MARC), Structure and Composition System (SACS) and Total Army Equipment Distribution Plan (TAEDP).

### **Combat developments.**

Analysts plan, direct, manage and coordinate the formulation and development of doctrine, organizations and materiel requirements in all environments. The U.S. Army Training and Doctrine Command (TRADOC) is the Army's principal combat developer although all elements are involved to some degree, and certain Army elements (for example, U.S. Army Medical Command, U.S. Army Materiel Command, U.S. Army Corps of Engineers) are charged with specific combat development missions. The Army Deputy Chief of Staff for Operations and Plans (G-3) guides, coordinates, and monitors the efforts of combat developers to ensure that their activities are properly integrated into planned force development.

**Manpower Requirements Determination.**

Analysts plan, coordinate, direct, and conduct manpower studies to determine minimum required staffing to accomplish approved missions and tasking. Analysts sample and verify workload; review structures by organization and by position; identify duplicate functions; and ensure standardization where appropriate. Using proven industrial engineering techniques, statistical/ quantitative analysis methods, and other approved methods, analysts develop study plans, conduct functional reviews, perform workload measurements, analyze measurement data, and compute manpower requirements. Analysts apply staffing standards, follow and apply staffing guides, and other products of the requirements determination process in designing organizations capable of mission accomplishment.

**Equipment management.**

Analysts plan, direct, manage, coordinate, initiate, analyze, evaluate, approve, disapprove or make recommendations on equipment requirements and authorizations in Tables of Organization and Equipment (TOE), Modification Tables of Organization and Equipment (MTOE), Tables of Distribution and Allowances (TDA), TDA Section III Supplemental Items and Common Tables of Allowances (CTA) documents. Actions include DA-controlled equipment letter requests; type classification exemptions; CTA change requests; equipment requirements, authorizations and utilization policy determinations; Line Item Number (LIN) assignment requirements; and equipment surveys. Equipment analysts analyze TOE/MTOE/TDA equipment and personnel requirements and authorizations to ensure adequate personnel with correct skills and grades are available to operate and maintain equipment. They review equipment requirements and authorizations documents for compliance with HQDA policies, and ensure effective equipment utilization management.

**TAADS.**

Analysts plan, direct, manage, coordinate and construct Army authorization documents. The Army Authorization and Document System (TAADS) is an automated system that supports the development and documentation of organizational structures. It also supports requirements for and authorizations of personnel and equipment needed to accomplish the assigned missions of Army units. Analysts develop Modified Table of Organization and Equipment (MTOE) and Tables of Distribution and Allowances (TDA) documents detailing every unit's approved requirements and authorizations. These documents are the basis and authority for requisitioning manpower and equipment. The final approval and control of the documents is centralized at HQDA.

## **Appendix C. Definitions of Manpower and Force Management Competencies**

The definitions of competencies for employees in Manpower and Force Management positions are presented below. The competencies are grouped into three sections: technical competencies (also known as knowledge); supervisory competencies; and professional competencies (also known as abilities). Following the competency definitions is a tabular presentation of the competencies by functional area.

### **TECHNICAL COMPETENCIES**

- T1. Manpower Policy and Guidance (Executive/DOD/Army) --Knowledge of laws, executive orders, and Department of Defense (DOD), and Department of Army (DA) directives, regulations, policies, and guidelines governing the manpower program which are necessary to plan, analyze, interpret, advise on, and implement the manpower management program. (AR 570-4)
- T2. Army, Commands and Installation Mission/Functions, and Organizational Structures of TDA and TOE/MTOE --Knowledge of the peacetime, contingency, mobilization, and wartime missions and functions of HQDA, Commands and installations. Knowledge of the organizational structures of Tables of Distribution and Allowances (TDA), Tables of Organization and Equipment (TOE), and Modification Tables of Organization and Equipment (MTOE). (AR 10-SERIES, AR 71-32)
- T3. Policy and Programs to Establish Change and Formalize Missions, Functions, and Organizational Structure --Knowledge of policies and programs to establish, revise, and make formal changes to organizational missions, functions, and structure due to major reorganizations, consolidations, establishment of new installation missions or functions, or other workload or mission changes. (AR 5-10, AR 10-SERIES, AR 71-32)
- T4. Management Information and Workload Reporting Systems --Knowledge of management information and workload reporting systems used to make various manpower decisions, such as determining manpower requirements and authorizations, developing performance work statements reflecting the mission and output of organizations, and identifying operational requirements suitable for automation.
- T5. Systems Interface and Their Effects on Manpower and Equipment --Knowledge of various Army information systems which contain manpower, personnel, financial management, and equipment data, such as Structure and Composition System (SACS), Structure and Manpower Allocation System (SAMAS), Standard Installation/Division Personnel System (SIDPERS), Status of Resources and Training System (SORTS), Army Civilian Personnel System (ACPERS), Standard Finance System (STANFINS), Total Army Equipment Distribution Program (TAEDP), Force Builder Decision Support System, Requirements Documentation System (RDS), Force Management System Web (FMS, Web), The Army Authorization and Documentation System (TAADS), and the Personnel Management Authorization Document (PMAD). Knowledge of the data captured by each system and the manner in which the data in these systems may be interfaced.
- T6. Manpower Allocation and Utilization Control Guidelines --Knowledge of manpower allocation and utilization control guidelines and constraints necessary to provide technical advice and assistance on manpower allocation/distribution to subordinate commands, formulate and recommend force structure constraints, design parameters and standardization rules, and implement approved force design and force structure standards.
- T7. Manpower Allocation Principles, Policies, Processes, and Procedures Development -- Knowledge of manpower allocation principles, policies, processes, and procedures necessary to

review, analyze, interpret, and develop guidance for allocating, distributing, and documenting manpower within immediate and/or subordinate organizations.

T8. Manpower Allocation Rules and Workload Factors Utilization --Knowledge of factors used in manpower allocation such as validated manpower requirements, mission requirements, mission priorities, downsizing, and reshaping of command position structure and mission, and manpower controls associated with the allocation of manpower spaces.

T9. Commercial Activities (CA) Program and Other Contracting out Programs --Knowledge of Commercial Activity, competitive sourcing and privatization, and Inter-service Support Agreement (ISSA) processes required to perform economic analyses and cost evaluation of alternatives to performing required work in-house, including the preparation and interpretation of statements of work. Knowledge of the application of manpower mix criteria. (AR 5-20, AR 570-4, DA PAM 5-20)

T10. Efficiency Review and Productivity Programs --Knowledge of organizational operational improvement and productivity techniques and procedures for conducting special studies necessary for assessing the productivity, effectiveness, and efficiency of program operations, work processes, and work methods and for determining if program objectives are attained.

T11. Budget Preparation and Submission Procedures and Processes --Knowledge of the DA budget preparation and submission processes necessary to review and analyze budget preparation and submission instructions, directives, and documents, coordinate budget activities with others, and develop, justify, and defend budget estimates to support operational costs.

T12. Interrelationships of Force Structure, Manpower, Equipment, Budget, and Authorizations --Knowledge of the interrelationship of force structure, manpower, equipment, and budget authorizations for making analyses, conducting studies, implementing program changes, establishing policy and guidance, and ensuring compliance with governing regulations and procedures.

T13. Manpower Requirements Determinations Programs --Knowledge of techniques and procedures such as manpower staffing standards, surveys, staffing guides, manpower requirements criteria, etc., for evaluating work and determining manpower requirements necessary for mission accomplishment in TDA and TOE/MTOE organizations.

T14. Standards Application, Maintenance, and Documentation Procedures --Knowledge of the processes for determining manpower requirements and the application of the standards/criteria to organizational entities. Includes the update of the standards/criteria and their documentation in the standards database or the Force Management Bulletin Board. (AR 71-32, AR 570-4, AR 570-5)

T15. Work Center Description Preparation and Validation; and Selection/Definition of Workload Factors and Work Units --Knowledge of procedures for preparing and validating work center descriptions, defining organizational work units, developing and defining workload measurement factors, and establishing methods of accounting for output. (AR 570-5)

T16. Army Functional Dictionary and Standard Work Center Codes and Definitions --Knowledge of Army dictionary and standard work center codes and definitions necessary for providing advice and assistance on making changes/additions and conducting operational audits and analyses of proposed additions to work center descriptions.

T17. Statistical and Quantitative Analysis, Operations Research, and Management/Industrial Engineering Techniques --Knowledge of statistical and quantitative analyses, operations research and management and industrial engineering techniques for developing and adapting methodologies and mathematical models in order to conduct studies and identify and resolve organizational issues and force management problems.

T18. Work Measurement Techniques (e.g., Engineered Time Studies, Work Sampling, Operational Audit, Functional Models) --Knowledge of work measurement techniques such as engineered time studies, work sampling, operational audits, and functional models for evaluating workload and output, forecasting and making analyses, and ensuring program or organizational goals and objectives are met.

T19. Manpower Survey Program --Knowledge of manpower survey program to include policies, procedures, and forms necessary for planning and conducting manpower surveys and studies, utilizing acceptable/approved survey techniques such as the Twelve Step Program, validating mission and function tasks, workload and staffing needs, identifying manpower and organizational problems, recommending solutions, and providing technical assistance and follow-up.

T20. Staffing Guides Maintenance and Application --Knowledge of staffing guides and procedures for maintaining and applying them in order to determine military and civilian staffing patterns, requirements, and authorizations of numbers and types of personnel and equipment.

T21. Planning, Programming, Budgeting, and Execution System (PPBES) --Knowledge of PPBES regulations, policies, processes, and procedures necessary to ensure effective use of resources and to establish and maintain DA's capability to accomplish roles and missions; and knowledge of the interrelationship of PPBES with manpower management and the force development and force integration process.

T22. Authorization and Documentation System --Knowledge of DA's automated system (The Army Authorization Documents System) and regulations for documenting organizational structure, personnel, and equipment requirements and authorizations and developing and adjusting MTOE documents using changes in personnel and equipment identified in the basis of issue plans and incremental change packages at headquarters, Army Command and installation levels, maintaining and submitting changes to authorization documents, and ensuring conformance with manpower principles, policies, and directives. (AR 711-32)

T23. TOE/BOIP/MTOE/ TDA Review and Analysis Techniques --Knowledge of TOE/BOIP/MTOE/TDA review and analysis techniques in order to develop, modify, and prepare justification and supporting documentation for TOE/BOIP/MTOE/TDA changes, and review, approve, and/or modify structure, manpower, and equipment needs in requirements authorization documents. (AR 71-32)

T24. DA Program Budget Guidance Development --Knowledge of procedures for coordinating and developing formal DA resource information and guidance such as the number of units by type in Active Army and Reserve components, civilian/military manpower floor and ceilings, average salary data, total manpower, and strengths by quarter necessary for budget development and submission.

T25. Command Program Budget Document Development and Processing --Knowledge of procedures for developing, presenting, and defending command budget program, developing and processing detailed budget data reflecting the years' operating budget plan, submitting POM requirements, processing budget authorizations, and ensuring approved budget programs are properly executed.

T26. Army Appropriation and Account Structure --Knowledge of Army Appropriation and Account Structure and the process by which manpower is allocated against various accounts in program development, budget formulation, and program review. (DFAS-IN Manual 37-100-XX)

T27. Force Structure Analysis and Approval Process --Knowledge of force structure management theories, principles, laws, rules, regulations, and procedures for studying and

analyzing force structure and force structure designs, identifying problems, developing conclusions and solutions for a more effective force structure.

T28. Manpower and Force Structure Information Systems --Knowledge of DA's automated manpower and force structure information systems (e.g., SAMAS, SACS, TAADS, and FMSWeb) at HQ and Army Command level necessary to retrieve authorized records of force structure decisions and strength data for developing budget and resource guidance and manpower allocations.

T29. Total Army Analysis (TAA) Process --Knowledge of analytical and subjective processes and procedures used to develop the Army's force structure, both operating and generating forces (AR 71-11)

T30. Systems/Materiel Acquisition and Fielding Process --Knowledge of DOD and DA policy, systems, and procedures such as concept validation, development, production, and deployment for the acquisition and fielding of materiel and equipment, the organizations and management levels involved in the decision making and approval process. (AR 70-1, AR 602-2)

T31. Requirements Determination Process --Knowledge of the DA system by which concepts (requirements for new materiel or organizations) are developed and analyzed and from which doctrinal, training, organizational, and materiel needs of the Army evolve in order to review and analyze concept plans, materiel requirement documents, and organizational design for conformance with DA and TRADOC regulations.

T32. BOIP --Knowledge of techniques for analyzing and approving equipment and personnel aspects of Table of Organization and Equipment/Basis of Issue Plans to include the review, analysis, development, and coordination of planning documents necessary to place new or improved items of equipment and personnel in DA's inventory and the compilation of organizational, doctrinal, training, duty position, and personnel information accompanying the package. (AR 71-32)

T33. Manpower Requirements Criteria Program --Knowledge and understanding of the Manpower Requirements Criteria Program policy and procedures necessary to perform studies to establish criteria for determining manpower requirements for combat support and combat service support functions in Army tactical organizations and to interpret, analyze, modify, and effect change to annual maintenance man-hours for determining manpower requirements for maintenance functions. (AR 71-32)

T34. Consolidated TOE Update (CTU) --Knowledge of procedures for analyzing, reviewing, and updating data in a CTU cycle for accuracy and ensuring organizations/units are in conformance with CTU. (AR 71-32)

T35. Policies and Procedures for Position Conversions, Grade and Specialty Code Changes, Special Skill Requirements --Knowledge of policies and procedures necessary to interpret, analyze, modify, and effect change in Military Occupational Specialty Codes (MOSC) and Specialty Skills Identifiers (SSI) and make revisions to accompanying documents. (AR 611-series)

T36. Force Development Interrelationships among Organizational, Force, Systems, and Document Integration --Knowledge of the interrelated processes linking the organization, force, systems, and supporting documentation in order to analyze systems and processes, assess effectiveness, and recommend solutions.

T37. Manpower Requirements Determination for TOEs --Knowledge of pertinent doctrine and regulations, policies and precedents, and related support resources affecting the combat

development process in order to analyze, evaluate, and advise on requirements necessary to perform stated mission. (AR 71-32)

T38. Requirements System (TOE, BOIP) --Knowledge of Army's automated system (RDS) and regulations for documenting organizational structure, personnel, and equipment requirements at all echelons, maintaining and submitting changes to requirements documents, and ensuring conformance with manpower principles, policies, and directives. (AR 71-32)

T39. TOE Development Policy, Programs, and Processes to Include Analytical Procedures -- Knowledge of policies, programs, processes, and analytical procedures for development of TOEs which prescribe the required structure, manpower, equipment, and organizational options for a specific type of unit. (AR 71-32)

T40. Army Type Classification Policy and Procedures --Knowledge of DA type classification system (AR 70-1) and procedures for analyzing and approving requests for exemption from type classification.

T41. Processing and Use of Line Item Number (LIN) Data --Knowledge of procedures for reviewing, analyzing, and approving requirements and authorizations for numbers and types of equipment according to specific Line Item Numbers.

T42. Force Design Update (FDU) --Knowledge of the assessment process for examining the current and future force, determining deficiencies in present capabilities, identifying need for corrective actions, and developing corrective actions in light of current technological opportunities. Knowledge of criteria and process for obtaining approval of force design changes through the FDU process. (TRADOC Pam 71-9)

T43. Battlefield Concepts of Operation and Interoperability Dependency of TOE Units in Theater Operations --Knowledge of combat force requirements for the mission performed in the theater.

T44. Equipment Requirement, Authorization, and Utilization Policies and Procedures -- Knowledge of equipment authorization and utilization policies and procedures including approval levels required for specific equipment, equipment authorization levels, and the DA Manpower Management and Equipment Authorization System necessary to recommend alternative equipment usage, and ensure equipment requirements are in accordance with approved doctrine and organizational concepts. (AR 71-32)

T45. Equipment Survey Policies and Procedures --Knowledge of DA policies and procedures for equipment surveys to include conducting and analyzing surveys and current trends in equipment, providing technical guidance and assistance, and developing published regulations and operating procedures on equipment surveying. (AR 570-7)

T46. Army Cataloging System --Knowledge of Army's system for assigning Federal Item Identification and National Stock Numbers (NSN) necessary to describe an item-of-supply and establish the unique identity of the item. (AR 708-1)

T47. Automated Information Management Systems (e.g., systems capability, operating a personal computer (PC), assessing data bases, creating and manipulating data files through integrated software packages --Skill in operating a personal computer (PC) for accessing data bases, etc.; knowledge of a variety of automated information management software packages and automated system capabilities for gathering and analyzing data, creating programs to manipulate and track data and files, and for developing documentation for manpower and other management decisions.



## **SUPERVISORY COMPETENCIES**

T48. The Federal Position Management and Classification Standards, Position Review, (AR 690-500, Chapter 501) --Knowledge of Federal position classification standards and position management principles sufficient to determine position structure in office/organization, write position descriptions, and develop performance standards and use of supporting automation systems.

T49. Management-Employee Relations, Includes Absence and Leave Regulations, Adverse Action Procedures, Grievance and Appeal Procedures, Disciplinary Procedures, Awards, and Labor/Union Relations --Knowledge of a variety of management and employee relations functions to include administering absence and leave regulations, resolving employee complaints and grievances, taking disciplinary actions, dealing with union stewards, and acting on employee suggestions for work improvement.

T50. Supervisory Responsibilities in Federal EEO (e.g., Affirmative Action Requirements, Avoidance of Disparate Treatment, Prohibited Personnel Practices) --Knowledge of Federal, Army EEO and affirmative action programs, their goals and objectives; and special emphasis programs. Knowledge of actions needed to correct imbalances or under representation in workforce mix.

T51. Federal Merit Promotion/Internal Placement Procedures. Includes vacancy announcements, reinstatement eligible (AR 690-300, AR 690-335-1), and the effects of special placement programs (e.g., Priority Placement Program (PPP), Military Spouse Preference, Handicap Program) on these procedures --Knowledge of procedures for hiring individuals through the Federal merit promotion process or internal placement procedures to include transfers, reinstatement eligible, special appointing authorities, priority placement, military spouse preference, and the processes and procedures associated with hiring under these procedures and authorities.

T52. Employee Development: Includes Performance Appraisal, Performance and Career Counseling (preparation of plans for employee development, performance feedback, guidance, review, goal setting, and development of performance standards in accordance with AR 690-400, Chapter 430) --Knowledge of career counseling and employee development procedures to include setting performance goals, developing performance standards and plans for employee development, preparing and giving performance feedback, developing training plans, and recommending training for developmental needs; ensuring that employees are adequately trained to fulfill the mission and goals of the organization or office.

## **PROFESSIONAL COMPETENCIES**

P1. Direct Work Activities --Assign or delegate work and monitor the work of others.

P2. Plan and organize --Establish objectives, requirements, priorities, and deadlines in order to determine course of action for work.

P3. Human Relations --Interact with others in a one-to-one or group situation. (Often called teamwork cooperation, interpersonal skills, ability to meet and deal, and tact and diplomacy.)

P4. Analyze --Obtain information, define problems, identify relationships, evaluate quality, assess impacts, and make conclusions/recommendations; includes the ability to determine quality of projects, programs, or performance by comparison against standards or objectives.

P5. Communicate Orally --Brief, instruct, explain, advise, or persuade.

P6. Write --Express ideas in writing (e.g., reports, information papers, memoranda, letters, and manuals).

P7. Innovate --Develop new or revised policies, procedures, programs, or solutions to problems.

P8. Initiate Action --Independently originate action. (One who demonstrates this ability is often called a "self-starter.")

## DA EMPLOYMENT AND MOBILITY AGREEMENT FOR DA ACTEDS INTERNS

For use of this form, see DA PAM 690-950 the proponent agency is ASA (M&amp;RA).

Execution of the following agreement is required as a condition of employment upon entrance into the position of \_\_\_\_\_ in the \_\_\_\_\_ career program.  
(Position title, series and grade)

Selection for the position is contingent upon the selectee's timely execution of this agreement.

1. Management acknowledges the obligation to exercise judgment and integrity in providing required training and directing permanent placement for interns.

2. The intern understands:

a. The requirements of the intern training plan for the career program which are set forth in the career program regulations AR 690-950, chap 3.

b. Location of Initial Training Site: \_\_\_\_\_

c. Entrance on Duty (EOD) Date: \_\_\_\_\_

d. Normal duration of training: \_\_\_\_\_ (may be lengthened not to exceed 6 months IAW AR 690-950, chap 3.)

e. During tenure in the Career Intern Program, promotions are dependent upon successful performance and completion of required training and recommendation by the supervisor, as follows:

(1) Entry Grade \_\_\_\_\_ (2) Target Grade \_\_\_\_\_

(3) Minimum Time to Grade \_\_\_\_\_ is \_\_\_\_\_ months.

(4) Minimum Time to Grade \_\_\_\_\_ is \_\_\_\_\_ months.

(5) Minimum Time to Grade \_\_\_\_\_ is \_\_\_\_\_ months.

(6) Minimum Time to Grade \_\_\_\_\_ is \_\_\_\_\_ months.

**DA EMPLOYMENT AND MOBILITY AGREEMENT FOR DA ACTEDS INTERNS (cont.)**

f. Activity Career Program Manager (ACPM) will certify successful completion of training prior to promotion to target level.

g. Promotion beyond the target grade will be consistent with the office of Personnel Management's merit promotion policy, appropriate DA career management regulations, and local merit promotion plans.

h. Normally, interns are expected to remain with the Department of the Army for a period equal to the length of their training.

3. The intern understands and agrees to accept:

a. Permanent Changes of Station (PCS) and temporary training or developmental assignments at various installations and training sites during the internship as directed by the Command Career Program Manager or DA Functional Chief in \_\_\_\_\_ career program.

b. Assignment to a permanent duty location (PDL) wherever management determines to be appropriate prior to or upon completion of the internship. Intern preferences for PDL will be considered.

4. Appropriate pay adjustments will be provided in the inservice placement of current Federal employees within the entry level grade for which selected and initial PCS benefits may be provided under controlling regulations.

5. Authorized travel and transportation expenses incident to temporary duty or PCS, after EOD, may be provided.

6. Failure to comply with this agreement may result in separation in accordance with applicable regulations.

7. This agreement may be terminated or modified by ASA (M&RA) with concurrence of the civilian personnel director or designated representative at the command level at which the agreement is approved for reasons which are in the best interests of the Army by issuing a written notice to that effect.

8. The intern, or the activity on behalf of the intern, may request in writing request to their Major Army Command for release from the provisions of this agreement if subsequent circumstances become such that undue hardships or gross inequity would result if release were not granted.

(See AR 690-950, chap 3.)

INTERN'S SIGNATURE

DATE (YYYYMMDD)

CIVILIAN PERSONNEL REPRESENTATIVE'S SIGNATURE

DATE (YYYYMMDD)

**General.**

This Master Intern Training Plan (MITP) describes the general requirements for training and development of CP-26 interns as well as the specialized requirements in each of the Manpower and Force Management functional areas. The plan covers a 24-month period. The target grade may be GS-9 or GS-11 upon completion of the intern program, depending on the individual's qualifications upon entering the program.

**Structure of the MITP.**

The two-year training plan is comprehensive, designed for the intern who does not possess specialized experience or education in manpower and force management. It identifies functional training, leader development training, rotational assignments, and on-the-job training necessary to acquire the knowledges, skills, and abilities needed to work as an analyst in any of the manpower and force management functions. It was intentionally developed this way in order to offer the maximum flexibility for custom-tailoring the plan to meet the needs of the individual intern and the employing organization. The General Orientation portion of the MITP is applicable to every intern. It provides the intern with the basic knowledge needed to function successfully in any of the specialized manpower and force management areas.

- **Training Description.** This first column of the MITP describes the content of the training.
- **Type of Training.** This identifies how the training is delivered or acquired. Types include formal training course, correspondence course, rotational assignment, and on-the-job training.
- **Year 1 and Year 2 Training Hours.** These columns describe the number of training hours in the General Orientation and in each of the individual functional areas.
- **Knowledges, skills and abilities to be acquired as a result of the training.**
- **Date and Initials.** This is to be completed by installation personnel as the intern completes each of the training activities. It is used to document the intern's progress and can be used in conjunction with performance appraisals and career ladder promotions.

More information on the MITP, see Section III, Intern Training Plan.

**Appendix E: Manpower and Force Management - Master Intern Training Plan**

TRAINING DESCRIPTION	TYPE	YEAR 1	YEAR 2	KNOWLEDGES, SKILLS AND ABILITIES TO BE ACQUIRED	DATE	INITIALS
<b>1. GENERAL ORIENTATION</b>		120	54			
a. Individual orientation	OJT	6		Familiarization with individual development plan. Understanding of standards of conduct. General understanding of Manpower and Force Management Career Program.		
b. Introduction to the Army	OJT	10		Describe the organization of the US government, the Department of Defense, the Department of the Army, the parent major command, and the employing activity.		
c. Introduction to management analysis	OJT	10		Describe the principles and objectives of management analysis.		
d. Mandatory command training	OJT	30	30	Attend mandated training, such as SAEDA, Prevention of Sexual Harassment, Safety, EEO/Affirmative Action, etc.		
Training Opportunities	COR FOR FOR	24 40	24	Action Officer Development Course (PI) Clear Writing Through Critical Thinking (PII) Intern Leadership Development Course (PI) Effective Writing (PII)		
<b>2. ORGANIZATION, MISSION AND FUNCTIONS</b>		300				
a. General principles of organization	OJT	20		Describe DA policies and common practices for structuring organizations. Identify official Army publications having organizational and mission data. Describe the specific degree of authority required to establish and modify organizational structures and missions.		
b. Mission and functions	OJT	36		List the major organizational elements within DA and provide a general description of their relationship to one another. List the major organizational elements that make up a typical Army installation and describe their missions.		
c. Organizational review	OJT	50		List the factors that must be considered, and describe the process to accomplish review, analysis, and studies of organizations and missions. Plan for and conduct an on-site organization study of a specific organizational element, write report, and conduct briefings on the study results.		
d. Organizational structure	OJT	50		Prepare a detailed organizational chart and a basic mission statement for each element in the chart.		
Training Opportunities	FOR	40		Basic Communications Skills (PII)		

LEGEND: COR = Correspondence Course (PI) = Priority I      FOR = Formal Course (PII) = Priority II      OJT = On-the-job Training (PII) = Priority III      ROT = Rotational Assignment

**Appendix E: Manpower and Force Management - Master Intern Training Plan**

TRAINING DESCRIPTION	TYPE	YEAR 1	YEAR 2	KNOWLEDGES, SKILLS AND ABILITIES TO BE ACQUIRED	DATE	INITIALS
	FOR FOR	80 24		Manpower and Force Management Course (PI) Report Writing (PII)		
<b>3. MANPOWER REQUIREMENTS DETERMINATION</b>		260	320			
a. Manpower requirements determination policy and doctrine	OJT	80	72	Describe DA manpower policy guidance and doctrine on determining manpower requirements.		
b. Manpower requirements determination processes	OJT	108	200	Describe the use of selected manpower requirements determination processes in conducting workload analysis and developing manpower requirements. Function as a team member in the use of workload analysis processes to develop current and projected manpower requirements, analyzing workload data, conducting interviews, writing reports and conducting briefings on the study results.		
Training Opportunities	FOR FOR FOR FOR	32 40	16 32	Basic Statistics (PIII) Data Collection and Analysis (PIII) Effective Communication with Customers (PIII) Management Analysis: Data Gathering (PII)		
<b>4. FORCE DATA DOCUMENTATION</b>		250	250			
a. The Army Authorization and Documentation System (TAADS) overview	OJT	40	30	Explain the purpose and uses of TAADS. Describe the content and format of TAADS. Identify levels of approval authority for TAADS changes. Describe central documentation (CENDOC) process.		
b. Processing TAADS	OJT	210	100	Describe and flowchart the procedures for TAADS update. Conduct a detailed review of TAADS (Sections I, II, and III). Participate in the development of a TAADS document and input manpower and equipment data into the system. Describe the relationship of TAADS to SAMAS and manpower to budget guidance documents.		
Training Opportunities	FOR		120	Force Management Course (PII)		
<b>5. EQUIPMENT MANAGEMENT</b>		100	196			
a. Equipment management overview	OJT	20	10	Describe Army, major command, and activity equipment allowance and authorization policies. Describe/explain the process used to validate minimum essential quantities of equipment (unit and/or individual) used by activities to perform assigned mission.		
b. Conduct of equipment surveys	OJT	60	40	Participate as a member of an equipment survey team, assisting in the writing of the report and briefing the results.		

**LEGEND:** COR = Correspondence Course    FOR = Formal Course    OJT = On-the job Training    ROT = Rotational Assignment  
(PI) = Priority I    (PII) = Priority II    (PIII) = Priority III

**Appendix E: Manpower and Force Management - Master Intern Training Plan**

TRAINING DESCRIPTION	TYPE	YEAR 1	YEAR 2	KNOWLEDGES, SKILLS AND ABILITIES TO BE ACQUIRED	DATE	INITIALS
c. Equipment documentation	OJT	20	66	Prepare and process equipment authorization data in MTOE, TDA, and Common Tables of Allowances.		
Training Opportunities	FOR		80	Combat Development Course (PII)		
<b>6. MANPOWER ALLOCATION</b>		260	200			
a. Manpower allocation decision process	OJT	60	20	Describe the purpose and process of manpower allocation. Describe the interface of the manpower allocation function with the manpower requirements determination process and the documentation process.		
b. Preparation and use of manpower guidance documents, such as program budget guidance (PBG)	OJT	200	148	Describe the procedures and coordination requirements for the preparation of activity manpower/budget guidance documents. Prepare activity manpower/budget guidance transactions.		
Training Opportunities	FOR		32	Budget Analysis Workshop (PIII)		
<b>7. MANPOWER UTILIZATION</b>		190	200			
a. Civilian manpower	OJT	50	50	Describe the differences between various civilian types (C-Types) and their utilization. Describe the differences between various types of civilian appointments. Describe the policy on position identification - civilian, military, contractor. Prepare personnel section of TAADS documents properly coding civilian positions.		
b. Military manpower	OJT	50	50	Describe the military personnel system. Describe the purpose and role of personnel proponents, to include standards of grade. Prepare personnel section of TAADS documents properly coding military position grades, MOS/AOC, SQI/ASI, etc.		
c. Manpower controls	OJT	90	68	Describe applicable manpower controls impacting manpower utilization, such as Army Management Headquarters Account (AMHA), spaced imbalanced MOS (SIMOS), overseas ceilings, congressionally mandated floors and ceilings, etc. Prepare personnel sections of TAADS documents properly considering manpower controls.		
Training Opportunities	FOR		32	Budget Execution (PIII)		
<b>8. MANPOWER PROGRAM / BUDGET DEVELOPMENT</b>		260	280			
a. Planning, Programming Budgeting and Execution System (PPBES)	OJT	40	20	Identify and describe the major PPBES events and their sequence for programming manpower, new systems and		

LEGEND: COR = Correspondence Course    FOR = Formal Course    OJT = On-the-job Training    ROT = Rotational Assignment  
 (PI) = Priority I    (PII) = Priority II    (PIII) = Priority III



**Appendix E: Manpower and Force Management - Master Intern Training Plan**

TRAINING DESCRIPTION	TYPE	YEAR 1	YEAR 2	KNOWLEDGES, SKILLS AND ABILITIES TO BE ACQUIRED	DATE	INITIALS
				force structure. Describe the processes involved in the preparation of the activity's formal input to the programming process. Describe the budget process and the flow of budget data from the installation through intermediate levels of command to DA and DOD.		
b. Manpower program development	OJT	102	74	Describe the interface of the manpower management function with the programming, force structure review and new system fielding processes. Participate in the development of activity's programming guidance and objectives for functional staffs and subordinate activities.		
c. Manpower budget development	OJT	102	74	Describe the processes involved in developing the manpower budget. Participate in the development of activity's manpower budget guidance for functional staffs and subordinate activities.		
Training Opportunities	FOR FOR FOR	16	72 40 160 240	Planning, Programming, Budgeting & Execution (PII) Accounting for Non-Accountants (PIII) Resource Management Budget (PII) --Army Comptroller Course (PII)		
9. ROTATIONAL ASSIGNMENTS						
a. Civilian personnel	OJT		96	Describe the types of coordination required between civilian personnel organizations (Civilian Personnel Advisory Centers and Civilian Personnel Operating Centers) and manpower management organizations. Describe the relationship between civilian personnel reporting and manpower reporting. Participate in civilian personnel activities, such as position management audits, position classification activities, job analysis, and processing requests for personnel actions.		
Training Opportunities			24	Introduction to Human Resource Management (PIII)		
b. Budget office	OJT		96	Describe the interface and coordination required between the manpower and budget functions to ensure an integrated manpower/dollar program. Describe the process involved in developing the manpower budget. Participate in budget development activities, such as developing POM input, Schedule 8 input, and other activities.		
Training Opportunities	FOR		24	Introduction to Financial Management (PIII)		

The various blocks of this training plan may be tailored to meet the specific training needs of individual interns.

\*\*To avoid subject-matter duplication, interns should not attend both ACC and the financial management/budgeting courses. Supervisors should adjust the training hours accordingly.

LEGEND: COR = Correspondence Course    FOR = Formal Course    OJT = On-the job Training    ROT = Rotational Assignment  
(PI) = Priority I    (PII) = Priority II    (PIII) = Priority III

## **Appendix F. Training Courses**

The following is a Priority list of training courses identified on the Master Intern Training Plan (MITP). The intern must complete Priority 1 courses prior to graduation.

### **Priority 1**

#### Action Officer Development Course (AOC)

Correspondence

Source: Army Institute for Professional Development

This course prepares individuals for the requirements of staff work by offering instruction in organization and management; conducting completed staff work; managing time and priorities; conducting meetings and interviews; solving problems and making decisions; communications; writing to the Army Standard; coordinating; conducting briefings; and ethics. The course provides time-saving tips, writing formats, and an appendix of informal staff language, simpler words and phrases.

#### Intern Leadership Development Course (ILDC)

Classroom, 5 days

Source: Center for Army Leadership, Various Locations

This course teaches interns about US Army organizations and the intern's role in it; their personal learning style and how it supports the Army's leadership competencies of communication, team development, and decision making and professional ethics; team building and group dynamics; leadership styles that provide purpose, direction and motivation and when to use the appropriate style; individual values and how they affect decisions and professional ethics

#### Manpower and Force Management Course (MFMC)

Classroom, 10 days

Source: Army Logistics Management College

The curriculum concentrates on manpower and force management functions. The subject areas covered during the manpower blocks of instruction are tailored to the manpower management functions in AR 570-4 and AR 71- 32. These functions address the fundamental aspects of planning and programming, requirements determination, standards and guidance, documentation, allocation and analysis and evaluation. The force management subject areas address the fundamental aspects of force management; developing, manning, and equipping the force. Lastly, HQDA automated manpower and information systems are discussed.

#### Planning, Programming, Budgeting and Execution (PPBES) System

Classroom, 9 days

Source: US Army Finance School, Fort Jackson, SC

Provides the student with knowledge of the Planning, Programming, Budgeting, and Execution System.

### **Priority 2**

#### Combat Training and Doctrine Developers Integration Course (CTDDIC)

Distributed Training

Source: The Army Logistics Management College, Fort Lee, VA

This course will provide the doctrine developers, combat developers and training developers with skills and knowledge to integrate the basic concepts and principles of doctrine, combat and training developments as part of the requirements determination and acquisition process. The course will orient students to the relationships of the three disciplines and the efficiencies to be

gained by coordinating and integrating requirements throughout the planning process. The course will provide a foundation for subsequent courses that address the technical aspects of each discipline.

Resource Management Budget Course (RMBC)

Classroom, 10 days

Source: US Army Finance School, Fort Jackson, SC

Examines the Army's budget formulation process from activity to Congressional level, including key aspects to planning and programming the functions of the activity chief in preparation of the activity budget, the methods used, and the actions taken at all levels up to the President. Covers automatic and funded reimbursement programs and their effect on installation funds. Recommend PPBES prior to this training.

Army Comptroller Course (AOC)

Classroom, 20 days

Source: Syracuse University, Syracuse, NY

The Army Comptroller Course is a training course in Army financial management and comptrollership focusing on federal budget challenges, strategic planning, PPBES, fiscal law, activity and service-based costing, manpower management, contracting, management controls, competitive sourcing, financial operations, the legislative process, and installation and major command resource management.

Advanced Force Management Course

Classroom, 20 days

Source: The Army Force Management School, Fort Belvoir, VA

This four week course is divided into: Strategy, Combat Development / Material Development, Force Structure and Force Development. Week one deals with Strategy from DoD and Army level. The combat Developer/Material Developer sub-course is presented in the second week. The third week of instruction deals with Force Structure. The Force Development sub-course is presented in the fourth week. The Advance Force Management Course provides the processes to get from the National Security Strategy to the future Army force structure.

**Priority 3**

Clear Writing Through Critical Thinking

Classroom, 3 days

Source: USDA Graduate School

Participants learn how to develop ideas using a logical framework and reasoning skills that help them organize information, anticipate questions, and draw sound conclusions. By building problem-solving techniques into a critical pattern of thinking, written memos, instructions, and procedures are interpreted correctly and confusion over the meaning and intent of written procedures is avoided.

Effective Writing

Classroom, 3 days

Source: USDA Graduate School

Participants learn how to improve their written products and make them capture and hold the reader's attention by writing in a lively and persuasive style. Employees will learn how to outline their information and ideas, select the right details to include, eliminate clutter, structure documents to meet the needs of the reader, and edit drafts for greater clarity

### Basic Communication Skills

Classroom, 5 days

Source: USDA Graduate School

Helps all employees who want to develop their basic communication skills-speaking, listening, and writing-to become more effective on the job. Teaches participants how to deal effectively with different personalities; provides valuable communication experience to help achieve goals; assists individuals in understanding their own behavior style. Participants learn how to deliver an oral presentation, organize and compose written work clearly and concisely, analyze verbal and nonverbal communication skills, recognize communication barriers and how to minimize them, and examine new approaches that will help in working well with others.

### Report Writing

Classroom, 3 days

Source: USDA Graduate School

Participants will be able to write reports that get results; produce professional, finished products; and reflect greater emphasis to their report findings and recommendations. The course teaches how to get beyond writer's block, to incorporate research into a report, to choose the right style and tone, to organize the report logically, and to pinpoint what the reader needs to know.

### Basic Statistics

Classroom, 4 days

Source: USDA Graduate School

This course helps participants understand and use measurements and data, compute averages and measures of variability, correctly apply statistical techniques, and use and interpret correlation and regression analysis. Employees will learn the meaning and role of statistics, use of frequency distributions and arrays, how to calculate means, averages, median and mode, measures of variation, sampling concepts, and normal distribution

### Data Collection and Analysis

Classroom, 5 days

Source: USDA Graduate School

Employees learn how to design a research study, select a sampling procedure, develop effective survey tools and instruments, and apply statistical analysis to data. These tools and techniques will enhance their understanding of what is involved in a management study and aid in developing their ability to collect and analyze data for producing reliable management studies.

### Effective Communications with Customers

Classroom, 2 days

Source: USDA Graduate School

This course teaches participants how effective communication leads to quality service, how to create stronger relationships with others by recognizing their needs, to develop flexibility to handle requests, problems, and complaints, and to enhance listening skills and spot important verbal and nonverbal cues. Participants will be able to build better working relationships, establish greater rapport with colleagues and customers, communicate clearly to prevent confusion, and to ensure positive outcomes in customer interactions.

### Management Analysis: Data Gathering

Classroom, 4 days

Source: USDA Graduate School

This course is designed for program and management analysts to teach them how to conduct physical work area inspections a physical layout analyses, develop and execute both a work sampling and a work distribution analysis, perform flow chart procedures, and interviewing skills. Participants will be able to understand and plan for correlation and recognize appropriate existing data options.

#### Budget Analysis Workshop

Classroom, 4 days

Source: USDA Graduate School

This course is designed for employees who need to develop analytical skills in analyzing budgets. Participants learn how to relate goals, objectives, and priorities to program resource performance; develop meaningful workload, efficiency, and effectiveness measures using analytical methods such as variance and trend analyses; use improved analysis to contribute to enhanced competitiveness in dealing with downsizing issues and contracting-out of commercial type activities.

#### Budget Execution

Classroom, 4 days

Source: USDA Graduate School

Participants learn the steps and strategies in preparing to execute the budget, including contingency planning; recognize liability and responsibility associated with funds control; and understand and address the information needs of decision makers, including considerations for budget close-out and mid-year reviews and actions that can result from them.

#### Accounting for Non-Accountant

Classroom, 2 days

Source: USDA Graduate School

This course is designed for all non-accountants, including administrative personnel who deal with government accounting issues and procedures. You will learn terminology; report analysis; how to keep accurate accounts, ledgers, journals and journal vouchers; and key legal and administrative controls. You learn to read financial statements and enter debits and credits correctly every time.

#### Introduction to Human Resource Management

Classroom, 3 days

Source: USDA Graduate School

This course provides an introduction to the primary regulations, practices, and policies of the federal human resource management system. It covers position classification, position management, merit promotion principles, performance management requirements, labor, employee relations, EEO procedures, and staffing and placement techniques.

#### Introduction to Financial Management

Classroom, 3 days

Source: USDA Graduate School

Management professionals and employees responsible for financial planning and analysis will benefit from this course. Participants will learn the essential principles of Federal accounting; be able to link management, budgeting, and auditing to performance measurement; become familiar with key accounting principles and standards; and understand the importance of management controls and control systems.

### Combat Developments

Classroom, 10 days

Source: The Army Logistics Management College, Fort Lee, VA

This course introduces the processes used to achieve desired joint and Army warfighting capabilities needed for the 21<sup>st</sup> century. These processes focus on determining, documenting and processing warfighting concepts, future operational capabilities, and doctrine, organization, training, materiel, leader development, personnel and facilities (DOTMLPF) requirements. This course concentrates on inputs to the joint capabilities integration and development system (JCIDS) process; its subprocess and products; its relationship to the planning, programming and budget execution system (PPBES); and its relationship to the acquisition process. The PPBES is presented as the means of prioritizing, funding integrating and Synchronizing solutions to the identified need. The JCIDS process and the acquisition process (materiel life cycle model) provide the structure used to tie blocks of instruction in the course. During the course, students are organized into an integrated concept team (ICT). In the ICT forum, teams will research problems, prepare documentation, and present briefings needed to initiate solutions to achieving actual operational capabilities. Students also gain familiarity with various TRADOC and other acquisition organizations they will interact with during their assignment as combat developers.

## **Appendix G. Training Sources**

### **Master Intern Training Plan (MITP) Sources:**

Army Institute for Professional Development (AIPD)  
<http://www.atsc.army.mil/accp/aipdnew.asp>

Army Logistics Management College (ALMC)  
<http://www.almc.army.mil>

Center for Army Leadership (CAL)  
See <http://www.cgsc.army.mil/cal/cltd/>

Syracuse University (SU)  
<http://cpol.army.mil/library/train/catalog/ch04nsmc.html>

U.S. Army Finance School  
<http://www.finance.army.mil/>

U.S. Department of Agriculture Graduate School  
<http://grad.usda.gov/>

### **Other Training References:**

Army Force Management School (AFMS)  
<http://www.afms1.belvoir.army.mil>

Army Management Staff College (AMSC)  
<http://www.amsc.belvoir.army.mil/normal.htm>

Army Financial Management (ASAFM)  
<http://www.asafm.army.mil/>

Army War College (AWC)  
<http://cpol.army.mil/library/train/catalog/ch02awc.html>

Center for Creative Leadership (CCL)  
<http://www.ccl.org/programs/>

Civilian Personnel Operating Center Management Agency (CPOCMA)  
[http://www.chra.army.mil/TMD/cpoc\\_dl.htm](http://www.chra.army.mil/TMD/cpoc_dl.htm)

DoD Executive Leadership Course (DoD ELC)  
See <http://cpol.army.mil/library/train/catalog/toc.html>

DoD Senior Executive Leadership Course (DoD SELC)  
See <http://cpol.army.mil/library/train/catalog/toc.html>

Defense Resource Management Institute at Naval Postgraduate School (DRMI/NPS)  
<http://www.nps.edu/Home.aspx>

Federal Executive Institute (FEI)  
<http://www.opm.gov/fei/>

Harvard

See <http://cpol.army.mil/library/train/catalog/ch04husef.html> for Harvard University Program for

Senior Executive Fellows (HU-SEF) specifics.

ICAF - Industrial College of the Armed Forces (ICAF)

See <http://cpol.army.mil/library/train/catalog/ch02icaf.html> for Industrial College of the Armed Forces (ICAF) specifics.

National Independent Study Center, U. S. Department of Agriculture Graduate School (NISC USDA)

<http://grad.usda.gov/>

National War College (NWC)

See <http://cpol.army.mil/library/train/catalog/ch02nwc.html> for National War College (NWC) specifics.

Office of Secretary of Defense (OSD)

See <http://cpol.army.mil/library/train/catalog/> for Defense Leadership and Management Program (DLAMP) specifics.



## SENIOR SYSTEM CIVILIAN EVALUATION REPORT SUPPORT FORM

For use of this form, see AR 690-400; the proponent agency is ASA(M&amp;RA)

## PART I - RATEE IDENTIFICATION

a. NAME OF RATEE (Last, First, Middle Initial)	b. PAY PLAN, SERIES/GRADE	c. ORGANIZATION/INSTALLATION
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## PART II - RATING CHAIN - YOUR RATING CHAIN FOR THE EVALUATION PERIOD IS:

RATER	NAME	POSITION
INTERMEDIATE RATER (Optional)	NAME	POSITION
SENIOR RATER	NAME	POSITION

## PART III - VERIFICATION OF FACE-TO-FACE DISCUSSION

The following face-to-face discussions of duties, responsibilities, performance objectives, standards, and accomplishments for the rating period \_\_\_\_\_ to \_\_\_\_\_ took place:

	DATES	RATEE INITIALS	RATER INITIALS	INTERMEDIATE RATER INITIALS	SENIOR RATER INITIALS (If used)	DATE
INITIAL						
MIDPOINT						

## PART IV - RATEE (Complete a, b, c below for this rating period)

a. STATE YOUR SIGNIFICANT DUTIES AND RESPONSIBILITIES. DUTY TITLE

b. INDICATE YOUR MAJOR PERFORMANCE OBJECTIVES/INDIVIDUAL PERFORMANCE STANDARDS

**c. LIST YOUR SIGNIFICANT CONTRIBUTIONS**

**SIGNATURE AND DATE**

**PART V - PERFORMANCE STANDARDS - SENIOR SYSTEM CIVILIAN POSITIONS**

To derive Objectives ratings, apply the applicable performance standards below; the standards are written at the SUCCESS level, e.g., Ratee, in most cases:

**TECHNICAL COMPETENCE.** Exhibits technical knowledge, skills, and abilities to get desired results within established time frames and with the appropriate level of supervision. Sets and meets realistic milestones. Establishes priorities that reflect mission and organizational needs. Plans so that adequate resources are available. Makes prompt and sound decisions.

**INNOVATION/INITIATIVE.** Develops and implements or suggests better ways of doing business--methods, equipment, processes, resources. Seeks/accepts developmental opportunities. Serves on professional/technical committees, writes technical papers, joins professional societies to enhance personal knowledge and advance state-of-the-art of profession.

**RESPONSIBILITY/ACCOUNTABILITY.** Uses resources prudently and for intended purposes. Complies with DA emphasis programs, e.g., EEO/AA, safety/security, internal control, inventory management, quality assurance, personnel management, contract awards to small business concerns. Supports and encourages Total Army Quality (TAQ) approaches, e.g., team effort, continuous process/product improvement and customer satisfaction. Takes responsibility for personal errors, takes or proposes timely/adequate corrective measures. Establishes personal performance objectives that are challenging and reflect mission needs.

**WORKING RELATIONSHIPS.** Is an effective team player. Works well with group and others to get the job done. Exhibits a customer care attitude; e.g., shows respect to others; is courteous and seeks acceptable compromise in areas of difference.

**COMMUNICATION.** Provides or exchanges accurate/complete oral and written ideas and information in a timely manner. Listens effectively so that resultant actions show understanding of what was said. Coordinates so that all relevant individuals and functions are included in/informed of decisions and actions.

**FOR SUPERVISORY POSITIONS ONLY:**

**ORGANIZATIONAL MANAGEMENT AND LEADERSHIP.** Provides vision and communicates mission and organizational goals to all subordinates. Sets standard/leads by example. Implements/complies with appropriate DA emphasis programs. Secures/allocates/manages resources for effectiveness and efficiency. Takes timely and appropriate personnel actions. Develops subordinates through mentoring, counseling, providing challenging training and work assignments and timely performance evaluations. Recruits and retains high quality people by creating a positive environment that offers challenge and growth.

**EQUAL EMPLOYMENT OPPORTUNITY/AFFIRMATIVE ACTION (EEO/AA).** Applies EEO principles to all aspects of personnel management (e.g., hiring, training, work assignments/schedules, discipline, counseling and awards). As appropriate, takes immediate corrective action if sexual harassment or other discriminatory/unfair treatment is observed, reported or suspected. Provides leadership and emphasis to the execution of the Affirmative Employment Plan. Participates in EEO/AA activities and encourages subordinates to do so.

# **SENIOR SYSTEM CIVILIAN EVALUATION REPORT** For use of this form, see AR 690-400 the proponent agency is ASA(M&RA)

**PART I - ADMINISTRATIVE DATA**

a. NAME (Last, First, Middle Initial)	b. SSN	c. POSITION TITLE, PAY PLAN, SERIES AND GRADE
d. ORGANIZATION/INSTALLATION		e. REASON FOR SUBMISSION <input type="checkbox"/> ANNUAL <input type="checkbox"/> SPECIAL <input type="checkbox"/> INTERN
f. PERIOD COVERED (YYYYMMDD) FROM                      THRU	g. RATED MOS. <input type="checkbox"/>	h. RATEE COPY (Check one and date) <input type="checkbox"/> GIVEN TO RATEE <input type="checkbox"/> FORWARDED TO RATEE

**PART II - AUTHENTICATION**

a. NAME OF RATER (Last, First, Middle Initial)	SIGNATURE	DATE
GRADE/RANK, ORGANIZATION, DUTY ASSIGNMENT		
b. NAME OF INTERMEDIATE RATER (Optional)(Last, First, MI)	SIGNATURE	DATE
GRADE/RANK, ORGANIZATION, DUTY ASSIGNMENT		
c. NAME OF SENIOR RATER (Last, First, Middle Initial)(If used)	SIGNATURE	DATE
GRADE/RANK, ORGANIZATION, DUTY ASSIGNMENT		
d. RATEE: I understand my signature does not constitute agreement or disagreement with the evaluations of the Rater and Senior Rater, and merely verifies Part I and Part IV data.	SIGNATURE OF RATEE	DATE

**PART III - PERFORMANCE AWARD/QUALITY STEP INCREASE**

a. SES - AWARD, BONUS/ SALARY INCREASE	RECOMMENDATIONS				b. ST, SL, GM, GS, WS - PERFORMANCE AWARD/QSI	
	RATING (1)	SALARY (2)		PERFORMANCE AWARD - BONUS (3)		PERCENT OF SALARY (EXCLUDES Locality Pay)      % (OR)
		YES	NO	YES	NO	AMOUNT \$      (OR)
						QSI (GS with Successful Level 1 Rating Only - minimum of 52 weeks must have elapsed since last QSI)      TO
						AWARD APPROVED BY
RECOMMENDING OFFICIALS						
RATER						
INTERMEDIATE RATER						
PERFORMANCE REVIEW BOARD						
SENIOR RATER		ES		\$	DATE (YYYYMMDD)	FUND CITE

**PART IV - DUTY DESCRIPTION (Rater)**

DAILY DUTIES AND SCOPE (To include as appropriate: people, equipment, facilities, and dollars). Position Description (DA Form 374) is correct: ☐ YES ☐ NO

**PART V - VALUES (Rater)**

<b>VALUES</b> Loyalty Duty Respect Selfless service Honor Integrity Personal courage	BULLET COMMENTS
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PERIOD COVERED (YYYYMMDD)	RATEE'S NAME	SSN
<b>PART VI - PERFORMANCE EVALUATION (Rater)</b>		
<b>a. PERFORMANCE DURING THIS RATING PERIOD</b> Comparison of individual objectives against accomplishments and DA-established performance standards resulted in the following objectives		
<div style="display: flex; justify-content: space-between;"> <div><input type="checkbox"/> Excellence 75% or More Obj</div> <div><input type="checkbox"/> Excellence 25-74% Obj</div> <div><input type="checkbox"/> Success All or Excellence 1-24% Obj</div> <div><input type="checkbox"/> Needs Improvement 1 or More Obj</div> <div><input type="checkbox"/> Fails 1 or More Obj</div> </div>		
Includes Excellence in Org Mgt/Ldshp OR EEO/AA Obj for supv/mgr <input type="checkbox"/> Yes <input type="checkbox"/> No		
<b>b. BULLET EXAMPLES</b>		
<b>PART VII - INTERMEDIATE RATER (Optional)</b>		
<b>BULLET COMMENTS</b>		
<b>PART VIII - SENIOR RATER (if used) or RATER (no senior rater used)</b>  <b>OVERALL PERFORMANCE RATING</b>  <div style="display: flex; align-items: center;"> <div style="border: 1px solid black; padding: 2px; margin-bottom: 2px;">1</div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 2px;">2</div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 2px;">3</div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 2px;">4</div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 2px;">5</div> <div style="margin-left: 10px;"> <div style="font-size: 3em; line-height: 1;">}</div> <div style="margin-top: 10px;">FAIR</div> </div> </div> <div style="margin-top: 10px;"> <b>UNSUCCESSFUL</b>        (MUST Have Senior Rater Review)     </div>	<b>PART IX - SENIOR RATER (if used)</b>  <b>BULLET COMMENTS (Performance/Potential)</b>  <div style="border: 1px solid black; height: 150px; margin-top: 10px;"></div>	
A completed DA Form 7222-1 was received with this report and considered in my evaluation and review:		<input type="checkbox"/> YES <input type="checkbox"/> NO (Explain)